



Government of the District of Columbia

Anthony A. Williams, Mayor

D.C. Office on Aging

Strategic Business Plan

FY 2004-2005

Office on Aging Main Office

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Agency Mission

The Mission of the Office on Aging is to provide advocacy, health, education, employment, and social services to District residents aged 60 and older so they can live longer and maintain independence, dignity and choice.

Issue Statements

Issue Statement #1: The oldest segment of the District's population will continue to grow and to need continuing care in residential and community settings which will require ongoing advocacy, outreach, and strategic planning.

Issue Statement #2: The needs and preferences of baby boomers will differ from senior citizens of the past and this group will require more active program offerings to attract and maintain them.

Issue Statement #3: The older population is diverse with subgroups whose needs and preferences differ and require targeted approaches and strategies because of poverty, disability, language barriers, limited skills, and sexual orientation.

Issue Statement #4: Chronic diseases of aging can be managed, delayed, and sometimes prevented to eliminate unnecessary, costly and premature institutionalization and disability, requiring continued emphasis on DCOA's wellness centers and programs.

Issue Statement #5: The increasing burdens and responsibilities of informal, unpaid caregivers require expansion of caregiver support services to ensure that caregivers can continue to provide care in order to meet the overall needs of the elderly population.

Strategic Result Goals

Strategic Result Goal #1

Improve the quality of programs as measured by the percent of providers meeting standardized performance outcomes.

- Goal 1.1 – 100% of programs will have outcome measures by 9/30/04
- Goal 1.2 – 25% of providers will meet or exceed performance outcomes by 9/30/05
- Goal 1.3 – 50% of providers will meet or exceed performance outcomes by 9/30/06
- Goal 1.4 – 75% of providers will meet or exceed performance outcomes by 9/30/07

Strategic Result Goal #2

Improve access to consumer information and assistance for District seniors in the areas of employment, education, and health and social services within DCOA as measured by customer surveys, job placements, number of people served or percent of population served, and number of wellness centers.

- 2.1 – Retain 600 seniors in jobs each year through 2006
- Goal 2.2 – Increase number of wellness centers by 65% by 2006
- Goal 2.3 – Fifty-five percent of positive responses on Information and Assistance customer surveys
- Goal 2.4 – 25% of Office on Aging brochures and directories will be translated into three languages by 9/30/04
- Goal 2.5 – 50% of Office on Aging brochures and directories will be translated into three languages by 9/30/05
- Goal 2.6 – 75 Goal % of Office on Aging brochures and directories will be translated into three languages by 9/30/06.
- Goal 2.7 – 100% of Office on Aging brochures and directories will be translated into three languages by 9/30/07.

Strategic Result Goal #3

Enhance elder caregiver and strengthen family support options as measured by number of caregivers participating in the Caregiver Institute.

- Goal 3.1 – Increase percentage of caregivers participating in the Caregiver Institute by 25% by 9/30/04
- Goal 3.2 – Increase percentage of caregivers participating in the Caregiver Institute by 50% by 9/30/05.
- Goal 3.3 – Increase percentage of caregivers participating in the Caregiver Institute by 75% by 9/30/06.
- Goal 3.4 – Increase percentage of caregivers participating in the Caregiver Institute by 100% by 9/30/07.

Strategic Result Goal #4

Introduce seniors and the general public to aging issues through special events and public service announcements.

- Goal 4.1-- Increase number of seniors attending special events by 5% each year from 2004 to 9/30/2007 for a total of a 20% increase in special events attendance.
- Goal 4.2—Increase circulation of the Spotlight on Aging by 5% each year from 2004 to 9/30/07 for a total of a 20% increase in circulation for the Spotlight on Aging.

Program and Activity Structure

PROGRAMS

- I. In-Home and Continuing Care
- II. Community-Based Support
- III. Consumer Information, Assistance and Outreach
- IV. Agency Management Program

I. PROGRAM: In-Home and Continuing Care

A. ACTIVITY: In-Home and Day Care Services

- 1) Service: Homemaker Services, i.e., personal care, meal preparations, shopping, house cleanings, etc.)
- 2) Service: Minor Home Repair
- 3) Service: Day Care
- 4) Service: Home delivered meals (weekday and weekend)
- 5) Service: Needs assessment
- 6) Service: Case management plans
- 7) Service: Heavy housecleaning
- 8) Service: Transportation services

B. ACTIVITY: Caregiver Support

- 1) Service: Caregiver education sessions
- 2) Service: Spring cleanings
- 3) Service: Transportation services
- 4) Service: Caregiver Institute slots
- 5) Service: Caregiver Stipends
- 6) Service: Respite
- 7) Service: Case Management Plans

II. PROGRAM: Community-Based Support

A. ACTIVITY: Health Promotion and Wellness

- 1) Service: Health information packets
- 2) Service: Fitness training classes
- 3) Service: Workshops
- 4) Service: Lectures
- 5) Service: Health screenings

B. ACTIVITY: Community Services

- 1) Service: Nutrition counseling services
- 2) Service: Nutrition education classes
- 3) Service: Transportation services
- 4) Service: Recreation activities
- 5) Service: Weekday congregate meals
- 6) Service: Weekend congregate meals
- 7) Service: Counseling sessions (social work and health insurance)

C. ACTIVITY: Supportive Residential facilities

- 1) Service: Emergency shelter

- 2) Service: Group homes
- 3) Service: Community Residential Facility
- 4) Service: Nursing Home
- 5) Service: Supportive services, i.e., meals, personal care, nursing, medication, socialization

III. PROGRAM: Consumer Information, Assistance and Outreach

A. ACTIVITY: Employment Services

- 1) Service: Medical clearances
- 2) Service: Job training sessions
- 3) Service: Homemaker training sessions
- 4) Service: Job certifications
- 5) Service: Job referrals
- 6) Service: Job searches
- 7) Service: Employment assistance services
- 8) Service: Job coaching sessions
- 9) Service: Job placements
- 10) Service: Employment/Job Fairs

B. ACTIVITY: Information and Assistance

- 1)Service: Pamphlets
- 2)Service: Newsletters
- 3)Service: Referrals
- 4)Service: Information mailings
- 5)Service: Counseling sessions
- 6)Service: Telephone responses
- 7)Service: Public service alerts
- 8)Service: Community presentations
- 9)Service: Information Fairs
- 10)Service: Emergency assistance referrals (for fans, air conditioners, weather alert systems, and hearing aids)
- 11)Service: Crisis intervention referrals

C. ACTIVITY: Advocacy/Elder Rights Assistance

1. Service: Notary Services
2. Service: Legal representations
3. Service: Legal advice
4. Service: Nursing home & CRF residents' rights presentations
5. Service: Nursing home & CRF problem resolution

D. ACTIVITY: Special Events

- 1) Service: Ms. Senior DC Pageant
- 2) Service: Senior Day
- 3) Service: Salute to Centenarians
- 4) Service: Elderfest
- 5) Service: Senior Legislative Day
- 6) Service: Boat Rides
- 7) Service: Senior Olympics
- 8) Service: Senior Picnics
- 9) Service: Caregiver Fairs
- 10) Service: Town meetings
- 11) Service: Senior Holiday Parties

E. ACTIVITY: Training and Education

- 1) Service: Literacy
- 2) Service: training classes
- 3) Service: Pamphlets
- 4) Service: Fact sheets
- 5) Service: Elder abuse education activities

IV. PROGRAM: Agency Management

A. ACTIVITY: Personnel

- 1) Service: Workforce Plans
- 2) Service: Candidate Selection Recommendations
- 3) Service: Employee Inquiry Responses
- 4) Service: Employee Interviews
- 5) Service: Other

B. ACTIVITY: Training and Employee Development

- 1) Service: Employee Handbooks
- 2) Service: Training Assessments
- 3) Service: Other

C. ACTIVITY: Contracting and Procurement

- 1) Service: Contract Preparation, Administration, Monitoring and Compliance
- 2) Service: Bid Request/Recommendations
- 3) Service: Change Orders
- 4) Service: Technical Assistance
- 5) Service: Purchase Reports
- 6) Service: Other

D. ACTIVITY: Information Technology

- 1) Service: Computer Installation, Repair, Upgrades and Preventative Maintenance Service Calls
- 2) Service: Computer Hardware/Software Support
- 3) Service: Programming
- 4) Service: LAN Maintenance
- 5) Service: Software Licenses and Upgrade
- 6) Service: Other

E. ACTIVITY: Financial Services

- 1) Service: Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring
- 2) Service: Revenue and Expenditures Tracking Reports
- 3) Service: Revenue and Expenditure Estimates (FRP)
- 4) Service: Capital Project/Grant Closeouts
- 5) Service: Grant Management/Allocations
- 6) Service: Budget Variance Analyses
- 7) Service: Budget Change Requests
- 8) Service: Fund Certifications
- 9) Service: Activity Management
- 10) Service: Other

F. ACTIVITY: **Risk Management**

- 1) Service: Risk Assessments
- 2) Service: Risk Mitigation Plans
- 3) Service: Risk Reduction Policies
- 4) Service: Incident Analyses
- 5) Service: Risk Mitigation Plan Audits
- 6) Service: Other

G. ACTIVITY: **Communications**

- 1) Service: Informational Bulletins
- 2) Service: Informational Meetings
- 3) Service: New Employee Packages
- 4) Service: Media Request Responses
- 5) Service: Promotional Campaigns
- 6) Service: Posters, Brochures, and Newsletters
- 7) Service: Speaking Engagements
- 8) Service: Website Content
- 9) Service: Freedom of Information Act (FOIA) Reports
- 10) Service: Congressional Inquiry Responses
- 11) Service: Council inquiry Responses
- 12) Service: Other

H. ACTIVITY: **Customer Service**

- 1) Service: Telephone Number Verifications
- 2) Service: Internal Quality Assurance Monitoring Services
- 3) Service: Agency Call Center Responses (Where Applicable)
- 4) Service: Agency Call Center Intakes (Where Applicable)
- 5) Service: Acknowledgment Letters to Constituents
- 6) Service: Letter Routing and Tracking Services
- 7) Service: Customer Service Business Partner Sessions
- 8) Service: Customer Service Information Reference Materials
- 9) Service: Customer Service Public Service Announcements
- 10) Service: Service Delivery Schedules

I. ACTIVITY: **Performance Management**

- 1) Service: Agency Strategic Business Plans (Biennial)
- 2) Service: Performance Contracts (Annual)
- 3) Service: Monthly Performance Reports
- 4) Service: Performance Accountability Plans (Incorporated Into Budget)
- 5) Service: Performance Accountability Reports to Council
- 6) Service: Scorecards
- 7) Service: Neighborhood Cluster Database

J. ACTIVITY: **Grants Management**

- 1) Service: Requests for applications
- 2) Service: Budget mark issuances
- 3) Service: Notifications of grant award
- 4) Service: Policies
- 5) Service: Advice
- 6) Service: Site visits
- 7) Service: Reports
- 8) Service: Information sharing

9) Service: Monitoring

K. ACTIVITY: **Agency Management**

- 1) Service: Executive direction
- 2) Service: Agency management
- 3) Service: Support services

Program Purpose Statements and Results

PROGRAM 1 – IN-HOME AND COMMUNITY CARE

The In-Home and Community Care program primarily supports the Citywide Strategic Priority area of *Strengthening Children, Youth, Families, and Elders*. The purpose of the In-home and community care program is to provide in-home and day care services and caregiver support to District residents aged 60 and over and their caregivers so that seniors can remain in their own homes and caregivers can continue to provide care.

Key Result Measures:

- Percent of homemaker and day care participants who remain in their homes for one year or more (FY04 target: 60%; FY05 target: 65%)
- Percent of participants enrolled in the caregiver institute providing care for one year (FY04 target: 10%; FY05 target: 20%)
- Percent of persons requesting a nutritious mid-day meal who receive a meal (FY05 target: 90%)

PROGRAM 2 – COMMUNITY-BASED SUPPORT

The Community-based Support program primarily supports the Citywide Strategic Priority area of *Strengthening Children, Youth, Families, and Elders*. The purpose of the Community-based Support Program is to provide residential facilities, elder rights assistance, health promotion, wellness, and community services to District residents aged 60 and over so they can live independently in the community, and minimize institutionalization and to administer and monitor the provision of those services.

Key Result Measures:

- Percent of Wellness Center participants who increase their awareness and adopt healthy behaviors as indicated by improvements in their overall fitness levels (FY04 target: 10%; FY05 target: 15%)
- Percent of elder rights assistance calls responded to within two days (FY04 target: 70%; FY05 target: 75%)
- Percent of resolved complaints in the elder rights assistance activity (FY04 target: 70%; FY05 target: 75%)
- Percent of community services participants who report that they were able to maintain an active and independent life style (FY04 target: 70%; FY05 target: 75%)
- Percent of supportive residential facility clients reporting that care received meets their needs (FY04 target: 75%; FY05 target: 80%)
- Percent of persons requesting a nutritious mid-day meal who receive a meal (FY05 target: 90%)

PROGRAM 3 – CONSUMER INFORMATION ASSISTANCE AND OUTREACH

The Consumer Information Assistance and Outreach program primarily supports the Citywide Strategic Priority area of *Strengthening Children, Youth, Families, and Elders*. The purpose of the Consumer Information Assistance and Outreach Program is to provide, aging information and assistance, advocacy,

¹ The agency Key Result Measures reflect updates agreed upon during the FY 2005 budget development process. Please refer to the agency's budget chapter in the FY 2005 Proposed Budget and Financial Plan for details regarding specific Key Result Measures.

special events, training and education and employment services to District residents and caregivers so they can be informed about aging issues and maintain independence.

Key Result Measures:

- Percent of people who seek employment that are placed in jobs (FY04 target: 35%; FY05 target: 40%)
- Percent of people responding to a survey that were connected to appropriate resources (FY04 target: 75%; FY05 target: 80%)
- Percent of survey respondents that respond favorably to an attended special event reporting that they increased their awareness of aging issues, that the social contact was beneficial, and that they had a positive image of aging as a result (FY04 target: 75%; FY05 target: 80%)
- Percent of training and education survey respondents submitting favorable training evaluations, indicating enhanced knowledge and increased skills about elderly issues (FY04 target: 60%, FY05 target: 60%)

PROGRAM 4 – AGENCY MANAGEMENT

The Agency Management Program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of the Agency Management program is to provide the operational support to the agency so they have the necessary tools to achieve operational and programmatic results.

Key Result Measures:

- Dollars saved by agency-based labor partnership project(s) (FY04 target: TBD; FY05 target: TBD)
- Percent variance of estimate to actual expenditure (over/under) (FY04 target: <5%; FY05 target: <5%)
- Cost of Risk (FY04 target: TBD; FY05 target: TBD)
- Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
- Percent of Key Result Measures achieved (FY04 target: 70%; FY05 target: 70%)

Activity Purpose Statements and Performance Measures

PROGRAM	In-Home and Continuing Care
Activity	In-Home and Daycare Services
Activity Purpose Statement	The purpose of the In-home and Daycare Services activity is to provide day care, homemaker, home repair, nutrition, and case management services to frail District residents 60 years of age and older so they can remain in their homes.
Services that Comprise the Activity	Homemaker services (i.e., personal care, meal preparations, shopping, housecleaning, etc.) Home repairs Day care Home delivered meals (weekday and weekend) Needs assessments Case management plans Heavy housecleaning Transportation services
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of homemaker and day care participants who remain in their homes for one year or more (FY04 target: 60%; FY05 target: 65%) % of persons requesting a nutritious mid-day meal who receive a meal (FY05 target: 90%)</p> <p>Outputs: # of clients receiving homemaker services # of clients receiving daycare services</p> <p>Demand: # of frail seniors</p> <p>Efficiency: \$ cost per unit of homemaker services \$ cost per unit of daycare</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$8,681,305
FTE's	-0-

PROGRAM	In-Home and Continuing Care
Activity	Caregiver Support
Activity Purpose Statement	The purpose of the Caregiver Support activity is to provide caregiver education, respite, stipends, and transportation services to eligible caregivers so they can continue to provide care.
Services that Comprise the Activity	Caregiver education sessions Spring cleanings Caregiver Institute slots Transportation services Case management plans Caregiver stipends Respite
Activity Performance Measures	<p>Results: (Key Result Measures Italicized) <i>% of participants enrolled in the caregiver institute providing care for one year (FY04 target: 10%; FY05 target: 20%)</i></p> <p>Outputs: # of caregiver institute slots</p> <p>Demand: # of caregivers institute requests # of caregivers seeking assistance</p> <p>Efficiency: \$ cost per caregiver assisted \$ cost per caregiver institute slot</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$716,920
FTE's	-0-

PROGRAM	Community-based Support
Activity	Health Promotion and Wellness
Activity Purpose Statement	The purpose of the health promotion and wellness activity is to provide physical fitness, health screenings, and wellness information services to District residents aged 60 and over so they can increase their awareness of and adopt healthy behaviors.
Services that Comprise the Activity	Health information packets Fitness training classes Workshops Lectures Health screenings
Activity Performance Measures	<p>Results: (Key Result Measures Italicized) <i>% of Wellness Center participants who increase their awareness and adopt healthy behaviors as indicated by improvements in their overall fitness levels (FY04 target: 10%; FY05 target: 15%)</i> % of wards with Wellness Centers % of residents who participate in DCOA wellness and health promotion activities</p> <p>Outputs: Number of residents who received wellness & health promotion Number of senior wellness centers</p> <p>Demand: Number of District residents aged 60 and over</p> <p>Efficiency: \$ cost per participant served. \$ cost per senior wellness center.</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$993,248
FTEs	-0-

PROGRAM	Community-based Support
Activity	Community Services
Activity Purpose Statement	The purpose of the Community Services activity is to provide nutrition, transportation, socialization, and counseling support services to District residents 60 years or older so they can maintain an active and independent life style
Services that Comprise the Activity	Nutrition counseling sessions Transportation services Nutrition education classes Recreation activities Weekday congregate meals Weekend congregate meals Counseling sessions (social work and health insurance)
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of community services participants who report that they were able to maintain an active and independent life style (FY04 target: 70%; FY05 target: 75%)</p> <p>Outputs: # of participants for served average # of services received per participant # of meals served</p> <p>Demand: # of residents 60 years of age or older</p> <p>Efficiency: Average \$ cost per participant served \$ cost per meal served</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$5,484,090
FTE's	-0-

PROGRAM	Community-based Support
Activity	Supportive Residential Facilities
Activity Purpose Statement	The purpose of the Supportive Residential Facility activity is to provide housing, advocacy, and supportive services to District residents 60 years and older who cannot live independently and/or have limited housing options so they can be safe and receive care that meets their needs.
Services that Comprise the Activity	Emergency shelter beds Group Home beds Community residential facility beds Nursing home beds Supportive services, i.e., meals, personal care, nursing, drugs, socialization
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of supportive residential facility clients reporting that care received meets their needs (FY04 target: 75%; FY05 target: 80%) % of respondents reporting that they feel safe in the facility</p> <p>Outputs: # of individuals served by facility # of beds provided by facility</p> <p>Demand: # of individuals anticipated needing services</p> <p>Efficiency: \$ cost per individual per facility</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Karyn Barquin
FY 2005 Budget (Gross Funds)	\$479,208
FTE's	-0-

PROGRAM	Consumer Information, Assistance & Outreach
Activity	Employment Services
Activity Purpose Statement	The purpose of the employment services activity is to provide employment assistance services to District residents at least 55 years of age who are seeking employment so they can gain and maintain employment.
Services that Comprise the Activity	Medical clearances Job training sessions Homemaker training sessions Job certifications Job referrals Jobs searches Employment assistance services Job coaching sessions Job placements Employment/Job Fairs
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of people who seek employment that are placed in jobs (FY04 target: 35%; FY05 target: 40%) % of people placed in jobs who maintain them for 90 days</p> <p>Outputs: Number of job placements Number of people screened for employment</p> <p>Demand: Number of people that are anticipated to seek employment</p> <p>Efficiency: \$ cost per placement</p>
Responsible Program Manager	Sam Gawad
Responsible Activity Manager	John James
FY 2005 Budget (Gross Funds)	\$199,076
FTE's	-0-

PROGRAM	Consumer Information, Assistance & Outreach
Activity	Information and Assistance
Activity Purpose Statement	The purpose of the Information and Assistance activity is to provide aging-related information, counseling and referral services to people requiring services for persons 60 years or older so they can be connected to services they request.
Services that Comprise the Activity	Pamphlets Newsletters Referrals Information mailings Counseling sessions Telephone responses Public service alerts Community presentations Information fairs Emergency assistance referrals (for fans, air conditioners, weather alert systems, and hearing aids) Crisis intervention referrals
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of people responding to a survey that were connected to appropriate resources (FY04 target: 75%; FY05 target: 80%) % of crisis intervention referrals resulting in individual being safe for the night</p> <p>Outputs: # of responses to requests # of community presentations # of referrals to requests # of crisis intervention referrals</p> <p>Demand: # of responses anticipated # of community presentations anticipated # of contacts</p> <p>Efficiency: \$ cost per contact \$ cost per response to request</p>
Responsible Program Manager	Bette Reeves
Responsible Activity Manager	Bette Reeves
FY 2005 Budget (Gross Funds)	\$0
FTE's	0

PROGRAM	Consumer Information, Assistance & Outreach
Activity	Advocacy/Elder Rights Assistance
Activity Purpose Statement	The purpose of the Elder Rights activity is to provide legal representation, advocacy, and assistance services to eligible DC residents 60 years and older or their legal representatives so they can have legal issues addressed in a timely manner.
Services that Comprise the Activity	Notary services Legal representations Legal advice Nursing home & CRF residents' rights presentations Nursing home & CRF problem resolutions
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of elder rights assistance calls responded to within two days (FY04 target: 70%; FY05 target: 75%) % of resolved complaints in the elder rights assistance activity (FY04 target: 70%; FY05 target: 75%)</p> <p>Outputs: # of notarizations # of call responses # of nursing home/CRF complaints responded to</p> <p>Demand: # of clients anticipated to seek legal services # of anticipated issues # of nursing home/CRF complaints anticipated</p> <p>Efficiency: \$ cost per person receiving legal services \$ cost per complaint resolution</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Karyn Barquin
FY 2005 Budget (Gross Funds)	\$1,985,279
FTE's	-0-

PROGRAM	Consumer Information, Assistance & Outreach
Activity	Special Events
Activity Purpose Statement	The purpose of the Special Events activity is to provide socialization, information and recognition services to DC residents 60 years and over so they can increase their awareness of services provided, expand their social network, and project a positive image of aging.
Services that Comprise the Activity	Ms. Senior DC pageant Senior Day Centenarian salutes Elderfest Senior legislation day Boat rides Senior Olympics Picnics Caregiver fairs Town meetings Holiday parties
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of survey respondents that respond favorably to an attended special event reporting that they increased their awareness of aging issues, that the social contact was beneficial, and that they had a positive image of aging as a result (FY04 target: 75%; FY05 target: 80%)</p> <p>Outputs: # of meals served # of events provided</p> <p>Demand: # of special event attendees anticipated # of special events anticipated</p> <p>Efficiency: \$ cost per participant per event</p>
Responsible Program Manager	Bette Reeves
Responsible Activity Manager	Courtney Williams
FY 2005 Budget (Gross Funds)	\$0
FTE's	-0-

PROGRAM	Consumer Information, Assistance and Outreach
Activity	Training and Education
Activity Purpose Statement	The purpose of the training and education activity is to provide training services to seniors, service providers, and the general public so they can enhance their knowledge and increase their skills about elderly issues.
Services that Comprise the Activity	Literacy classes (Braille, English as a Second Language, Sign Language, Basic literacy) Training classes Pamphlets Fact sheets Elder abuse education activities
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>% of training and education survey respondents submitting favorable training evaluations, indicating enhanced knowledge and increased skills about elderly issues (FY04 target: 60%, FY05 target: 60%)</i></p> <p>Outputs: # of training sessions</p> <p>Demand: # of persons anticipated to seek training</p> <p>Efficiency: Cost per training session or activity</p>
Responsible Program Manager	Bette Reeves
Responsible Activity Manager	Bette Reeves
FY 2005 Budget (Gross Funds)	\$256,230
FTE's	-0-

PROGRAM	Agency Management
Activity	Personnel
Activity Purpose Statement	The purpose of the personnel activity is to provide human resources services to department management so they can hire, manage, and retain a qualified and diverse workforce.
Services that Comprise the Activity	Workforce Plans Candidate Selection Recommendations Employee Interviews Employee Inquiry Responses Other
Activity Performance Measures	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i></p> <p>2% Office on Aging vacancy rate. [Office on Aging vacancy rate will be calculated quarterly. <i>[The formula to calculate = # of vacant authorized Office on Aging positions/# of authorized Office on Aging positions.]</i></p> <p>5% reduction in Office on Aging employee turnover rate as compared with FY 2003 baseline data. Office on Aging had a ____% turnover rate in FY03] [Formula to calculate data = # of CFT and TFT (Office on Aging employees who leave the agency within a fiscal year / # of CFT and TFT Office on Aging employees authorized in the fiscal year]</p> <p>% of workforce plan commitments met</p> <p><u>Outputs:</u></p> <p># of employees (FTEs) supported # of exit interviews conducted # of budgeted positions filled # of workforce action plan actions completed on time # employee complaint investigation reports completed</p> <p><u>Demand:</u></p> <p># of authorized FTE positions in Office on Aging budget # of workforce plan actions anticipated</p> <p><u>Efficiency:</u></p> <p>Ratio of HR staff to total personnel (FTEs) HR cost as a % of HR budget Total personnel costs per FTE</p>
Responsible Program Manager	Cynthia Simmons
Responsible Activity Manager	Cynthia Simmons
FY 2005 Budget (Gross Funds)	\$74,394
FTE's	26

PROGRAM	Agency Management
Activity	Training and Employee Development
Activity Purpose Statement	The purpose of the training and employee development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Employee Handbooks Training Assessments Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 70% of all training requests fulfilled within six (6) months 55% of Office on Aging personnel receive training and cross-training to increase internal capacity 75% of new hires trained in customer service within the first 90 days of employment</p> <p>Outputs: # of participant training days # of employees trained</p> <p>Demand: # of training applications expected</p> <p>Efficiency: Total training cost per training participant day</p>
Responsible Program Manager	Cynthia Simmons
Responsible Activity Manager	Cynthia Simmons
FY 2005 Budget (Gross Funds)	\$102,824
FTE's	0

PROGRAM	Agency Management
Activity	Contracting and Procurement
Activity Purpose Statement	The purpose of the contracting and procurement activity is to provide contracts management, purchasing, and technical assistance to department management and staff so they can obtain the services and commodities they need within budget, on time, and according to customer specifications.
Services that Comprise the Activity	Contract Preparation, Administration, Monitoring and Compliance Bid Requests/Recommendations Change Orders Technical Assistance Purchase Reports Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 80% of completed purchase requisitions under \$100,000 will result in purchase orders within 14 business days 50% of completed purchase requisitions over \$100,000 will result in purchase orders within 120 calendar days</p> <p>Outputs: # of purchase orders under \$100,000 processed # of purchase orders over \$100,000 processed</p> <p>Demand: # completed purchase requisitions received</p> <p>Efficiency: Purchasing cost per procurement dollar handled</p>
Responsible Program Manager	Sam Gawad
Responsible Activity Manager	Sam Gawad
FY 2005 Budget (Gross Funds)	\$84,565
FTE's	0

PROGRAM	Agency Management
Activity	Information Technology
Activity Purpose Statement	The purpose of the information technology activity is to provide network, telephone, and computer hardware and software support and information services to department management and staff so they can use technologies to produce, communicate, and manage information without undue delay.
Services that Comprise the Activity	Computer Installation, Repair, Upgrades and Preventative Maintenance Service Calls Computer Hardware/Software Support Programming LAN Maintenance Software Licensing and Upgrades Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 75% of service requests responded to within 2 business days</p> <p>Outputs: # of workstations supported # of service call responses handled # of technological solutions implemented</p> <p>Demand: # of users # of Office on Aging activities</p> <p>Efficiency: Information technology support costs per workstation \$ per technological solution implemented</p>
Responsible Program Manager	Sam Gawad
Responsible Activity Manager	Sam Gawad
FY 2005 Budget (Gross Funds)	\$270,313
FTE's	0

PROGRAM	Agency Management
Activity	Financial Services
Activity Purpose Statement	The purpose of the financial services activity is to provide financial and budgetary information to department program/administrative units in order to ensure the appropriate collection/allocation, utilization and control of city resources.
Services that Comprise the Activity	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management Other
Activity Performance Measures (<p>Results: <i>(Key Result Measures Italicized)</i> % variance of estimate to actual expenditure (over/under) (FY04 target: <5%; FY05 target: <5%) 5% variance of estimate to actual revenue 10% expenditure variance by program agency wide 90% of external audit findings resolved within 60 calendar days 70% of internal audit findings resolved within 90 calendar days</p> <p>Outputs: # of monthly reports sent to program managers within established timeframes # of capital projects closed # of grants billed</p> <p>Demand: # of new capital projects authorized # of operating programs authorized</p> <p>Efficiency: Total department budget per dollar of financial monitoring expense</p>
Responsible Program Manager	Sam Gawad
Responsible Activity Manager	Sam Gawad
FY 2005 Budget (Gross Funds)	\$444,341
FTE's	

PROGRAM	Agency Management
Activity	Risk Management
Activity Purpose Statement	The purpose of the risk management activity is to provide risk mitigation strategies and services to Office on Aging and its employees so they can avoid exposure to risks and reduce the likelihood of injury and related costs.
Services that Comprise the Activity	Risk Assessments Risk Mitigation Plans Risk Reduction Policies Incident Analyses Risk Mitigation Plan Audits Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> <i>Cost of Risk (FY04 target: TBD; FY05 target: TBD)</i> 10% reduction of employees injured receiving medical attention as compared with FY 2003 baseline data 10% reduction in the number of vehicle-related accident claims as compared with FY 2003 baseline data</p> <p>Outputs: # of logged medical attention injury reports # of medical attention injury reports investigated # of risk assessments completed</p> <p>Demand: # of risk assessments</p> <p>Efficiency: \$ per incident investigated</p>
Responsible Program Manager	Sam Gawad
Responsible Activity Manager	Sam Gawad
FY 2005 Budget (Gross Funds)	\$54,507
FTE's	0

PROGRAM	Agency Management
Activity	Communications
Activity Purpose Statement	The purpose of the communications activity is to provide regular program communication services to Office on Aging employees so they can have the knowledge and information they need to be effective in their jobs; and departmental information to the media, community associations, residents, and elected officials to increase public awareness of departmental programs, issues and challenges.
Services that Comprise the Activity	Informational Bulletins Informational Meetings New Employee Packages Media Request Responses Promotional Campaigns Posters, Brochures, and Newsletters Speaking Engagements Website Content Freedom of Information Act (FOIA) Reports Congressional Inquiry Responses Council Inquiry Responses Other
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 85% of media articles relating to Office on Aging are favorable (estimate will be based on PIO log rather than on monitoring service report)</p> <p>Outputs: # employee information pieces produced for distribution # of media requests handled # speaking engagements delivered</p> <p>Demand: # Office on Aging] employees # annual outreach campaigns # media requests</p> <p>Efficiency: \$ per inquiry response \$ per informational piece developed \$ per media request handled</p>
Responsible Program Manager	E. Veronica Pace
Responsible Activity Manager	Bette Reeves/Cynthia Simmons
FY 2005 Budget (Gross Funds)	\$295,384
FTE's	0

PROGRAM	Agency Management
Activity	Customer Service²
Activity Purpose Statement	The purpose of the customer service activity is to implement the District's customer service standards so that customers can access and receive Office on Aging] services in a satisfactory professional, responsible and timely manner.
Services that Comprise the Activity	<p>Telephone number Verifications</p> <p>Internal Quality Assurance Monitoring Services</p> <p>Agency Call Center Responses (Where Applicable)</p> <p>Agency Call Center Intakes (Where Applicable)</p> <p>Acknowledgment Letters to Constituents</p> <p>Letter Routing and Tracking Services</p> <p>Customer Service Business Partner Sessions</p> <p>Customer Service Information Reference Materials</p> <p>Customer Service Public Service Announcements</p> <p>Service Delivery Schedules</p>
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i></p> <p><i>Rating of 4-5 on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)</i></p> <p>% of Telephone calls returned within 48 hours</p> <p>% of Calls to Agency Call Center answered within 2.5 minutes (where applicable)</p> <p>% of Voice Mail Boxes with appropriate greeting</p> <p>% ALL Correspondence acknowledged within 48 hours</p> <p>% Correspondence to Mayor acknowledged within 48 hours</p> <p>% US Mail Correspondence to agency acknowledged within 48 hours</p> <p>% E-Mail Correspondence to agency acknowledged within 48 hours</p> <p>% of ALL Correspondence resolved within timeframe committed</p> <p>% of Correspondence to Mayor resolved within timeframe committed</p> <p>% of US Mail Correspondence to agency resolved within timeframe committed</p> <p>% of E-Mail Correspondence to agency resolved within timeframe committed</p> <p>% of eligible agency employees who receive customer service training</p> <p>Outputs:</p> <p># calls to agency call center (where applicable)</p> <p># of letters and e-mail to the Mayor routed to the Office on Aging</p> <p># of letters and e-mail received directly by agency</p> <p># of performance/trend reports</p> <p># of agency employees trained in customer service</p> <p>Demand:</p> <p># calls to agency call center (where applicable) anticipated</p> <p># of letters and e-mail to the Mayor routed to Office on Aging anticipated</p> <p># of letters and e-mail received directly by agency anticipated</p> <p># of performance/trend reports anticipated</p> <p># of agency employees eligible to be trained in customer service</p> <p>Efficiency:</p>

² See http://dc.gov/mayor/customer_service/index.shtm for details on the District's Customer Service Standards s

	\$ per call to agency call center (where applicable) \$ per response to letter/email
Responsible Program Manager	Cynthia Simmons
Responsible Activity Manager	Cynthia Simmons
FY 2005 Budget (Gross Funds)	\$873,083
FTE's	0

PROGRAM	Agency Management
Activity	Performance Management
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance reporting and evaluation services to the Mayor, Council, Congress and the general public so they can assess the extent to which District agencies achieve their strategic goals and performance targets.
Services that Comprise the Activity	Agency Strategic Business Plans (Biennial) Performance Contracts (Annual) Monthly Performance Reports Performance Accountability Plans (Incorporated Into Budget) Performance Accountability Reports to Council Scorecards Neighborhood Cluster Database
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> % of Key Result Measures achieved (FY04 target: 70%; FY05 target: 70%) Cost of Risk (FY04 target: TBD; FY05 target: TBD) % of Neighborhood Cluster Database commitments achieved % of FY 2003 Performance Evaluations of PMP-eligible employees conducted % of FY 2004 Individual Performance Plans developed for PMP-eligible employees completed</p> <p>Outputs: 12 monthly performance reports 4 quarterly Scorecard updates # of performance evaluations of PMP-eligible employees conducted # of Individual Performance Plans developed for PMP-eligible employees</p> <p>Demand: 12 monthly performance reports 4 quarterly Scorecard updates # of PMP-eligible employees due for FY 2003 evaluations # of PMP-eligible employees on staff in FY 2004</p> <p>Efficiency: \$ per monthly report \$ per performance evaluation \$ per individual performance plan \$ per scorecard</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$139,123
FTE's	0

PROGRAM	Agency Management Program
Activity	Grants Management
Activity Purpose Statement	The purpose of the grants management activity is to develop, award, and monitor grants to District organizations so they can provide District residents aged 60 and over with quality services.
Services that Comprise the Activity	Requests for applications Budget mark issuances Notifications of grant award Policies Advice Site visits Reports Information sharing Monitoring
Activity Performance Measures	<p>Results: (<i>Key Result Measures Italicized</i>) 60% of providers meeting standardized performance outcomes</p> <p>Outputs: # of services with performance outcomes developed # of site visits conducted # of providers monitored # of grants managed</p> <p>Demand: # of grants awarded</p> <p>Efficiency: \$ of administrative cost per grant</p>
Responsible Program Manager	Sherlyn Taylor
Responsible Activity Manager	Sherlyn Taylor
FY 2005 Budget (Gross Funds)	\$0
FTE's	\$0

PROGRAM	Agency Management Program
Activity	Agency Management Services
Activity Purpose Statement	The purpose of the Agency Management Service activity is to provide agency management and policy services to the Office on Aging and its stakeholders so the Office can function efficiently and effectively.
Services that Comprise the Activity	Executive direction Agency management Support services
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 90% department program result measures achieved 85% department employees report they understand the mission, goals, and strategic direction of the department 95% department employees who report they have the tools they need to do their jobs</p> <p>Outputs: Total agency budget Performance/scorecard reports</p> <p>Demand:</p> <p>Efficiency: Activity cost per total agency budget</p>
Responsible Program Manager	E. Veronica Pace
Responsible Activity Manager	E. Veronica Pace
FY 2005 Budget (Gross Funds)	\$0
FTE's	0